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Joint Inspection Unit

An analysis of the resource mobilization function within the United Nations system

Note by the Secretary-General

Addendum

The Secretary-General has the honour to transmit to the members of the General Assembly his comments and those of the United Nations System Chief Executives Board for Coordination on the report of the Joint Inspection Unit entitled "An analysis of the resource mobilization function within the United Nations system" (see A/69/737).

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I. Introduction

1. The report of the Joint Inspection Unit entitled "An analysis of the resource mobilization function within the United Nations system" presents an overview of voluntary funding modalities used in organizations of the United Nations system and an examination of the policies, practices and strategies used to manage the contributions. Resource mobilization is characterized in the report as an activity increasingly relevant to all organizations of the United Nations system.

II. General comments

2. Welcoming the report, organizations of the United Nations system concur with its findings that core, or regular resources, form the bedrock of their institutions, allowing them to plan ahead, be strategic and responsive, strengthen accountability, transparency and oversight, advance United Nations coherence and coordination and provide predictable and differentiated services to respond to the needs of the poorest and most vulnerable communities.

3. In addition to advocating the provision of regular resources, organizations encourage resource partners to contribute earmarked funds that are multi-year, flexible and aligned with their strategic plans. In that way, resource mobilization relating to voluntary contributions should be considered a key function within the organizations of the United Nations system, especially because core resources can limit the organizations' ability to implement many current and new mandates. Some organizations suggest that they could benefit from an in-depth analysis aimed at providing guidance that would maximize resource mobilization potential. Organizations also recognize the value of structured financing dialogues with donors, as mentioned in paragraph 56, and cite the Peacebuilding Fund, with the Peacebuilding Support Office, as a successful example of that approach.

4. Organizations emphasize that regular resources and flexible earmarked funding complement each other and can be used for development and humanitarian programming, creating linkages between the two.

5. Overall, organizations found the report to be thorough and consider its recommendations to be relevant and useful.

III. Specific comments on recommendations

Recommendation 1

The legislative bodies of the United Nations system organizations should periodically review the resource mobilization strategy/policy, including by providing political guidance and oversight of the implementation of the resource mobilization strategy/policy and by ensuring monitoring and the review of regular updates.

6. Noting that the recommendation is directed at legislative bodies, and while generally supporting the call upon those bodies to review resource mobilization strategies and provide guidance and oversight, organizations also suggest that additional periodic review by legislative bodies will lead to operations being less responsive and flexible, in particular in the management of extrabudgetary operations, by creating additional layers of reporting.

Recommendation 2

The General Assembly of the United Nations and the legislative bodies of the United Nations system organizations should request member States, when providing specified contributions, to make them predictable, long term and in line with the core mandate and priorities of the organizations.

7. Organizations, noting that the recommendation is directed at legislative bodies, strongly support its call for predictable and long-term funding. They note that, to perform effectively and efficiently, predictability of core and non-core resources is essential.

Recommendation 3

The executive heads of the United Nations system organizations should put in place clearly identifiable structures and arrangements, as applicable, with primary responsibility for resource mobilization, for the systematic implementation and coordination of the resource mobilization strategy/policy, monitoring and regular updates.

8. Organizations accept and support the recommendation.

Recommendation 4

The executive heads of the United Nations system organizations should put in place, if they have not already done so, risk management and due diligence processes for resource mobilization; this should include, inter alia, ensuring that due diligence is not performed by the same individuals responsible for fundraising.

9. Organizations accept and support the recommendation.

Recommendation 5

The executive heads of the United Nations system organizations should organize dialogues with their respective donors to agree upon common reporting requirements which would simplify the reporting process for the respective organizations and satisfy the information needs of the donors with a view to reducing the reporting burden and associated costs.

10. Organizations support and welcome the development and use of common reporting formats with donors. They note, however, that today's challenging funding environment, coupled with a growing need for donors to provide greater justification to constituents, has led to a demand for more information, often in proprietary formats, which frequently leads to greater transactions costs, in particular for highly earmarked funds. Nevertheless, organizations continue to advocate the use of common reporting formats.